

Contents

<i>List of figures</i>	<i>page</i> viii
<i>List of tables</i>	ix
<i>List of boxes</i>	x
<i>Preface</i>	xi
<i>Acknowledgments</i>	xiv
1 Crazy systems, Kafka circuits, and unusual routines	1
Two stories of mundane complexity and dysfunctional feedback	1
Crazy systems	5
Unusual routines	17
The rest of the book	19
2 Causes, symptoms, and subroutines of unusual routines	
in six computer information/communication systems	21
Causes of unusual routines in three ICTs	22
Causes, symptoms, and subroutines of unusual	
routines in three ICTs	40
Conclusion	60
3 Getting personal: unusual routines at the customer	
service interface	67
Customer service, dissatisfaction, and complaining	68
Examples and analysis of unusual service subroutines,	
routines, and organizational (non-)response	81
Conclusion	106
4 A multi-theoretical foundation for understanding	
unusual routines	107
Five foundational theories for a preliminary	
model of unusual routines	107
Developing a preliminary model of unusual routines	139

vi	<i>Contents</i>
Five propositions	149
Conclusion	152
5 A detailed case study of unusual routines	155
Method	155
Proposition One	160
Proposition Two	167
Proposition Three	173
Proposition Four	177
Proposition Five	191
Conclusion	199
6 Summary and discussion of the case study results	200
Proposition One	200
Proposition Two	201
Proposition Three	201
Proposition Four	202
Proposition Five	203
Discussion	204
Conclusion	215
7 Individual and organizational challenges to feedback	217
Feedback challenges inherent in human communication behaviors	218
Feedback challenges inherent in organizations	227
Conclusion	249
8 A multi-level and cross-disciplinary summary of concepts related to unusual routines	252
Cognitive and social processing errors	252
Social traps and dilemmas	266
Organizational complexity	269
Organizational paradoxes	274
Organizational deviance	280
Technological complexity	287
Conclusion	305
9 Recommendations for resolving and mitigating unusual routines and related phenomena	306
Encourage customer service feedback from all stakeholders	306
Apply socio-technical systems theory, involve stakeholders from design through workarounds	310

<i>Contents</i>	vii
Reduce blaming and defensive approaches to cognitive dissonance	312
Manage paradoxes and sensemaking	314
Foster learning through feedback	317
Heighten awareness of predictable surprises and avoid overreacting to worst-case scenarios	319
Understand and resolve social traps and social dilemmas	320
Discuss and resolve conflicting goals, vicious cycles, and workplace deviance	321
Avoid simple and individual approaches to complex technology and system error	322
Apply and combine linkage and routines analysis	325
Conclusion	329
10 Summary and a tentative integrated model of unusual routines	331
The allure of unusual routines	331
Our preliminary models	333
A proposed integrative model of unusual routines	336
Conclusion	342
<i>References</i>	344
<i>Index</i>	373